

SECRET

6 September 1967

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: The Process of Evolution of the "Super"
Image Analyst.

1. If the proposed reorganization of NPIC is consummated, I see an opportunity to develop within this Center a new breed of image analyst, with a depth and breadth of technical knowledge and analysis ability heretofore not available within NPIC. The creation of the new Imagery Exploitation Group will bring together several skills, some of which I believe are naturals to meld together and start the development of what I term the "Super" Image Analyst. These skills include, primarily, photogrammetry and photo interpretation; but may also include collateral support and graphical analysis personnel. In photogrammetry and photo interpretation we are blending the two big fields of analysis; the "what is it" and the "how big is it." As photogrammetry and photo interpretation have progressed through the years, each of these skills has become more complex, requiring increasing technical knowledge, just as the world we live in has become more technically oriented. Most NPIC photogrammetrists already have, as their entrance qualifications for GSS, a degree in either mathematics, physics, engineering, or geodetic science. Many of the PI's have degrees in earth science or engineering. Therefore, if selected photogrammetrists and photo interpreters were to receive formal training in the opposite skill, as well as on-the-job training, to a depth where they are qualified in the new field, we have taken the first step toward developing the "Super" Imagery Analyst. Now we are developing an analyst that can handle equally well the two technical fields of photogrammetry and photo interpretation. Let me point out at this time that I do not envision this as a quick-change, short-term program, where the analyst receives a short course in photo interpretation or photogrammetry, and then returns to perform the same work he was doing prior to his training. Rather, I see this as a long-term project with formal training; with a minimum of a year or two conducted either within the Center, or an educational institution outside the Center, or both. In two to three years these new analysts will begin to

GROUP 1
Excluded from automatic
downgrading and
declassification

SECRET

SUBJECT: The Process of Evolution of the "Super"
 Image Analyst.

take shape and develop into the Image Analyst who can perform the analysis to determine both the "what" and the "how big," without having to rely on someone else to perform part of his analysis. Also, I believe we have for the first time an Image Analyst that can qualify for GSS.

2. The next step in their education is to select some of these analysts for further formal study. At this point I am thinking of university study in fields such as aeronautical engineering, nuclear physics, civil engineering, etc., depending on their substantive skills. Now we are developing an analyst who can not only determine the "what" and the "how big," but can also perform analysis in depth; can analyze and synthesize the collateral information; perform a truly scientific and technical edit of graphics prepared for his reports; and draw sound conclusions based on skills acquired, not only through experience, but by formal education.

3. The Imagery Analyst is now becoming an authority in a technical field in a very technical world.

4. I see such a career development program as one that will be a true challenge for the analyst of above average ability - the ones we wish to retain at NPIC. Also, it would certainly seem that an analyst of this nature would qualify for a GSS rating with no strings attached. Again, I note the above does not mean that all analysts will achieve this depth of knowledge and training. Certainly the PI with only a high school education is going to have difficulty achieving the goal of GSS or "super" analyst. The same applies to photogrammetrists who have come up through the field of work ranks to their present positions, and lack formal education. Each will have an opportunity to go as far as his capabilities will allow him, but it is not expected that every one will be qualified to become a "Super Imagery Analyst."

5. It is hoped that the NPIC management will take time to study the pros and cons of developing these highly skilled image analysts. This route is fraught with great success and grave dangers. If NPIC can develop an image analyst capable of performing technical analysis to a depth far beyond that currently performed by NPIC, the concept of image analysis will change and expand.


SECRET

SECRET

SUBJECT: The Process of Evolution of the "Super"
Image Analyst.

At the same time, the type and scope of requirements levied upon the Center will have to change. The two go hand in hand. To retain analysts of this caliber, the Center must be permitted to prepare reports that approach finished intelligence, or better yet, prepare finished intelligence. A good image analyst will not be satisfied working photo reading requirements, and the Center cannot expect to receive expanded requirements if it does not have analysts to accomplish the work.

6. I surface the above because, in my view, the proposed new posture of NPIC offers the possibility for the Center to consider developing this new type of analyst; one, I feel, we require to keep pace with the technical developments around us. Also, I see here a tremendous career plan for bright young and bright old analysts; a plan that will retain them within NPIC with a challenging career and a bright future.



Chief, Technical Intelligence Division

50X1

Distribution:

Original - Addressee
2 - NPIC/TID

SECRET